A case of success in higher education using the principles of Relational Coordination

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M | P | L | S | A | P |

MASTER EN GESTIÓN DE PROYECTOS LOGÍSTICOS SAP

Theoretical framework

Resource Based View
(Barney, 1991)

Dynamic Capabilities
(Teece, Pisano y Shuen 1997)

Dynamic market   Changes required   Resource reconfiguration

Theoretical framework

DETECTION

Based in the environment to understand customer needs best than rest of competitors (Amit & Schoemaker, 1993).

ABSORPTION

Based on continuous improvement and strategies applied to the organization.

The absorption, as the ability to recognize the value of "new", assimilate the information and apply it to commercial ends (Cohen & Levinthal, 1990).

INTEGRATION

Based on formulating a strategy applied to employees. The capability to combine certain interaction patterns through the contribution, representation and interrelation (Okhuysen & Eisenhardt, 2002).

INNOVATION

Based on collecting data that impact on sales. To change the experiences to generate changes in strategy where the innovation is the main cause for development due to reconfiguration capabilities (Nonaka & Takeuchi (1999).

Capabilities and indicators

Indicator	Authors
Internal innovation	Cruz et al., (2009); Garzón, (2015); Vicente, et.al. (2015); Gallego, Medina & De-Pablos-Heredero (2016)
External innovation	Bermejo et al., (2013); Bravo, Castro y León., (2015); De-Pablos-Heredero, Fernández-Valero, G.; Blanco-Callejo, M. (2017)
Customer orientation	Cambra-Fierro, et.al. (2014), Gallego & De-Pablos-Heredero (2017)
Competitive advantage	Porter (2007); (Valenzuela y Villegas., 2013); (Medina, 2013); Cambra-Fierro,et.al. (2014): De-Pablos-Heredero, García-Martínez & Montes-Botella (2018)
Customer needs	Bermejo et al., (2013); Von Hippel (1986); Gónzalez (2015).
Satisfaction	Cambra-Fierro,et.al.,(2014); Persson y Ryals (2014);
Sales force	Rodríguez, et.al. (2015)
Loyalty	Alcaide (2015); Setó (2003); Baptista y León (2013)
Use experience	Von Hippel (1986); Oliveira y Von Hippel (2011), Damm, De-Pablos-Heredero & Rodríguez-Monroy (2013)
Increase of customers	Rodríguez, et.al. (2015)
Resource adoption	García (2001); Greenberg, (2010)
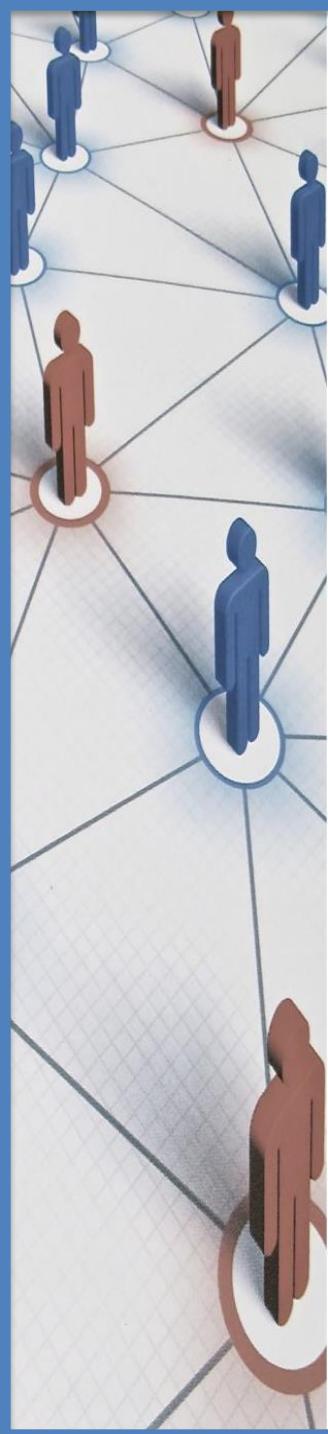
The reasons to start

- **MPLSAP was started in 2012-2013 as a response to market demands and employment crisis in Spain.**

- **Agreement between SAP and URJC.**

- **Main objective: train professionals in the knowledge, skills required by consultancy firms.**

- **Oriented to be employed as SAP business consultant.**

The brand **SAP**®

59.400+

SAP employees worldwide

120

countries

25

industries

37

languages

75

offices

1.200+

Worldwide service partners

SAP Industry Solutions - Run, Grow and Transform

Aerospace & Defense	Automotive	Banking
Chemicals	Consumer Products	Defense and Security
Engineering, Construction and Ops.	Healthcare	Higher Education
High Tech	and Research Industrial Machinery	and Components Insurance
Life Sciences	Media & Entertainment	Mill Products
Mining	Oil and Gas	Professional Services
Public Sector	Telecommunications	Transportation and Logistics
Retail	Utilities	Distribution
	Wholesale	

The brand

Universidad Rey Juan Carlos

42.100+

students

Degrees: 61
On line degrees: 9
Double degrees: 81
Masters: 76
Doctoral programs: 15
20% of international students
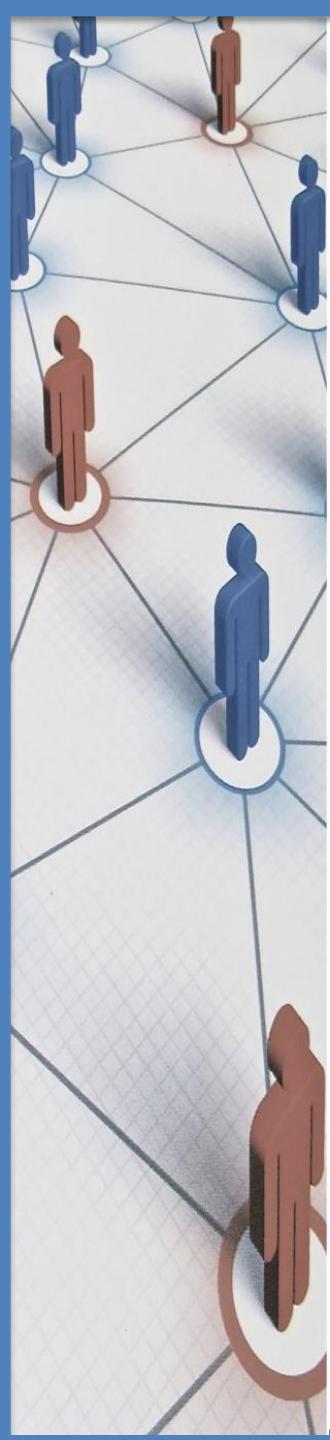
63% of returns globally involve SAP
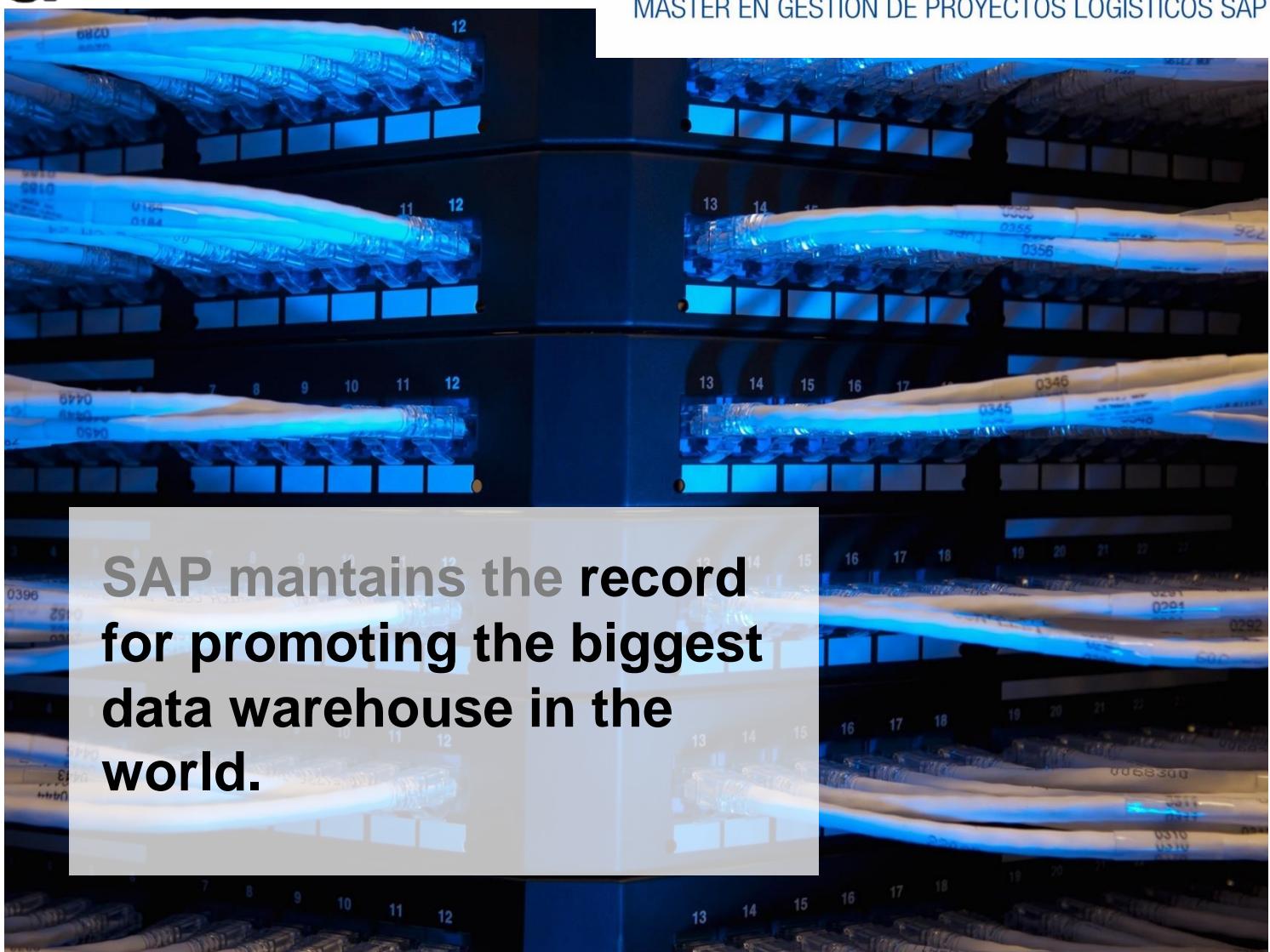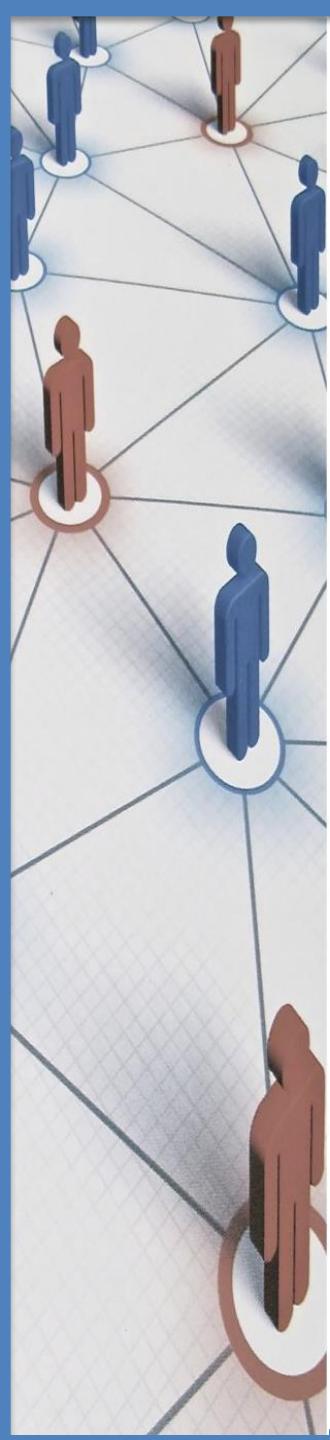
SAP mantains the record for promoting the biggest data warehouse in the world.

1.100 million passangers flight with SAP tecnology.
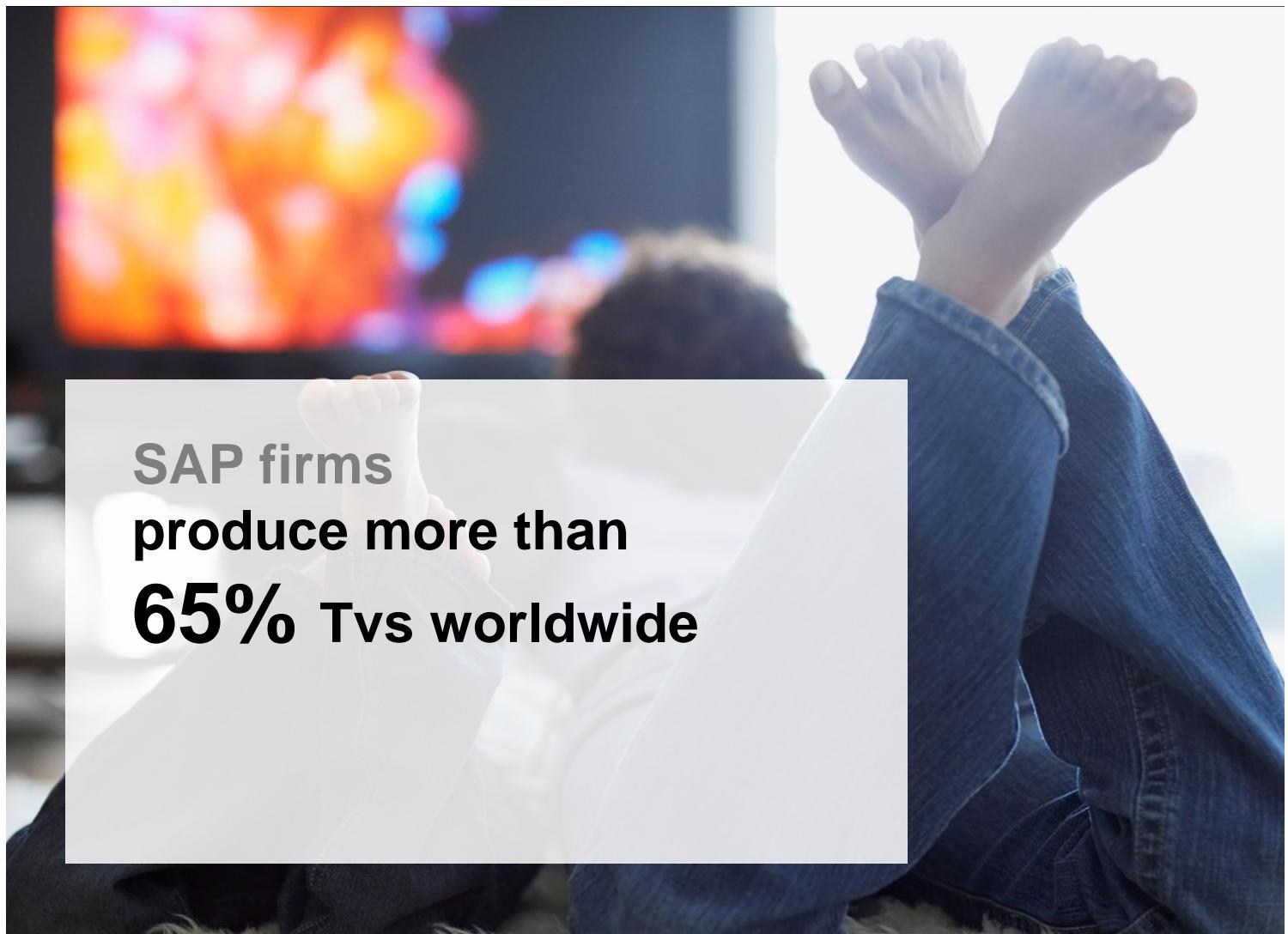
SAP firms
produce more than
65% **Tvs worldwide**

Firms operating with SAP distribute more than 50% of packages worldwide.

Firms operating with SAP manufacture more than 77.000 cars per year

**SAP firms** produce more than **72%** of beer worldwide.

SAP customers **represent an**

85% of 100

highly ranked brands worldwide

79% of 500 Global Fortune firms are SAP customers.

The way we build the program…

Lots of teamwork
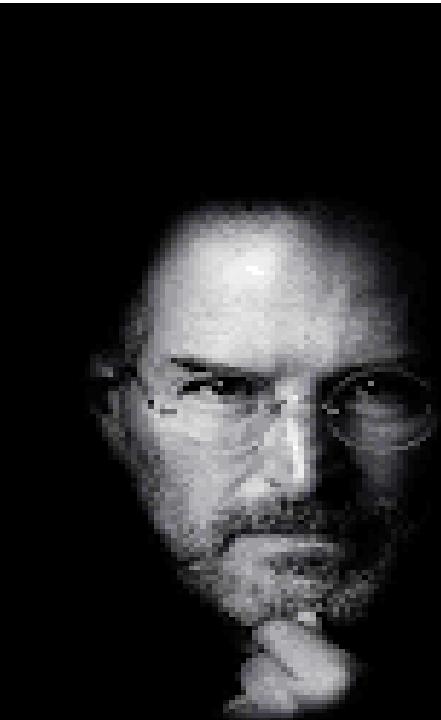
"My model for business is The Beatles. They were four guys who kept each other's kind of negative tendencies in check. They balanced each other, and the total was greater than the sum of the parts. That's how I see business: Great things in business are never done by one person, they're done by a team of people."

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Lots of teamwork

https://www.youtube.com/watch?v=GU-UJMmRq44

First: Know the professional profile demanded

- Who can be trained?
- How long must the training be?
- Who are the employers?
- What are the main economic incentives?

We constantly work on employment trends
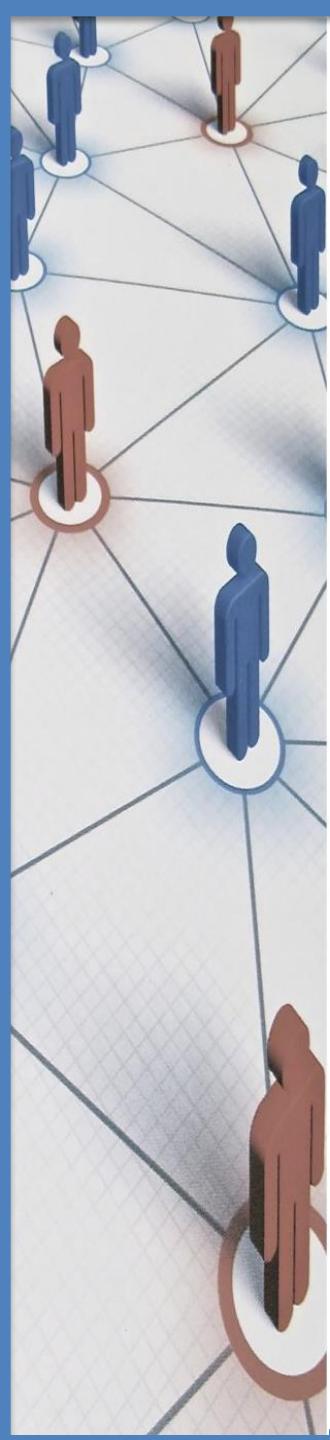
Professional orientation

http://rrhhpress.com/index.php?option=com_content&view=article&id=37658&Itemid=166
RRHHpress.com 03//2017

Employment in the industry of IT increased a 2,8% in Spain in 2016

http://www.expansion.com/emprendedores-
empleo/empleo/2017/01/11/587681aae2704e62098b4614.html
Expansión.com 01//2017

SAP Consultant 2nd best paid

http://www.muycomputerpro.com/2016/02/10/europa-expertos-tecnologia-2020
Ticjobs.com

16 applicants competed for each employment offer in the IT industry in 2016

http://www.muycomputerpro.com/2016/02/16/oferta-laboral-sector-tic
Ticjobs.com 02//2016

Europa will require more than 1 million IT experts in 2020

Professional orientation

LOS DETALLES DEL EMPLEO

EMPRESA	PREVIS. DE CONTRATACIÓN	RETRIBUCIÓN MEDIA (EN EUROS)	PERFIL DEMANDADO	ZONA GEOGRÁFICA	SECTORES
Accenture	1.500	22.000 /30.000	Sin experiencia: titulados, fundamentalmente ingenieros (Informáticos, Telecomunicación e Industrial),ADE, Económicas, Matemáticas, así como perfiles formados en el mundo digital. Con experiencia: Trayectoria en estrategia, ámbito digital, tecnología u operaciones	Madrid, Barcelona, Bilbao, Málaga, Sevilla, Valencia y Zaragoza.	Servicios financieros, sanidad y sector público, energía, 'utilities' y recursos naturales, industria, consumo y distribución, comunicaciones, medios y tecnología.
Deloitte	1.500	24.500 /33.000	Graduados universitarios en ADE, Economía, Ciencias Actuariales y Financieras y Derecho. Ingenieros Informáticos, Industriales y de Telecomunicaciones y dobles titulaciones.	En las 20 oficinas en España: La Coruña, Huesca, Granada, Tenerife, Madrid, Barcelona, Alicante, Bilbao, Las Palmas, Málaga, San Sebastián, Valladolid, Oviedo, Palma de Mallorca, Pamplona, Sevilla, Vigo, Valencia, Murcia y Zaragoza.	Tecnología y media, energía, bienes de consumo, telecomunicaciones, sector financiero y asegurador, transporte, sector Público, sanidad, construcción e inmobiliario, hostelería y turismo 'manufacturing' servicios y distribución.
EY	1.200	25.000	ADE, Económicas, Derecho, Informática, Telecomunicaciones, Industriales. También Actuarios, Químicos, Físicos, Biomedicina. Postgrados en Auditoría, Jurídicos, MBA y Sistemas de la Información	En las 14 oficinas presentes en España, con especial foco en Madrid, Barcelona, Bilbao y Sevilla.	Crecimiento en todas las líneas de servicio (auditoría, consultoría, iscal y legal, y transacciones): potenciando especialmente los siguientes sectores: financiero, energía, telecomunicaciones, 'retail and consumer products', 'real estate' e infraestructura y 'life science'.
Everis	1.800	21.000	Carreras técnicas (ingenierías, ciencias exactas, entre otras)	Madrid, Barcelona, Valencia, Murcia, Alicante, Zaragoza, Bilbao, La Coruña, Sevilla.	Banca, tecnología, industria, 'utilities', seguros y Administración Pública
KPMG	1.000	25.000 / 28.000	Grados en ADE, derecho, dobles titulaciones, Economía, Informática, Matemáticas, Estadística, Telecomunicaciones, entre otros.	16 oficinas en España más la oficina de Andorra. Los mayores volúmenes de contratación se concentran en Madrid y Barcelona seguidos de oficinas como Bilbao o Sevilla.	Financiero, energía y recursos naturales, distribución y consumo, automoción, telecomunicaciones, gobierno y sanidad, química,...
PwC	1.000	23.000 / 30.000	ADE, Economía, Derecho, ADE+Derecho, Actuarial, Ingenieros Informáticos, de Telecomunicaciones, Industriales, de Caminos, Aeronáuticos y Matemáticos.	Todo el territorio nacional, con especial foco en Barcelona, Madrid, zona norte, Andalucía y Levante.	Auditoría, consultoría estratégica y de negocio y los servicios de asesoría fiscal y legal.

Nota aclaratoria: las previsiones de contratación se refieren al total de incorporaciones previstas para el ejercicio 2014 / 2015. La retribución media es el bruto anual estimado para un candidato sin experiencia laboral o con una experiencia no superior a dos años. Fuente: elaboración propia a partir de los datos facilitados por las firmas.

Professional orientation

- **TEAMWORK QUALITY**

- **LEADERSHIP**

- **VISION**

https://www.youtube.com/watch?v=Xu25lUDJZgY

Fuente: Talent Search people

Professional orientation

POSSIBILITY TO WORK ANY INDUSTRY ANY TIME

Apple and SAP Partner to Revolutionize Work on iPhone• and iPad•

76% of global business transactions touch an **SAP** system

2.5M+ global community of **SAP** developers

**98%** of F500 are using iOS devices

For developers, a new **SAP HANA Cloud Platform SDK for iOS** to quickly build powerful, native apps for iPhone and iPad

SAP Academy for iOS will deliver tools and training for **SAP's** vast developer community around the world

Powerful native iOS apps will bring innovative ways for iPhone and iPad users to manage critical business operations running on **SAP**

Learn more at sap.com/apple

We constantly communicate with employers

The program responds to expectations

Training pack I: Business processes

From business strategy to BPR

General vision of business processes

Value Management

Business processes in the logistic areas

Tools for data collection: analysis and process design in IT

Training pack II: SAP- Option Sales SD

TERP10 –General Vision SAP ERP -32 hours

TSD - Sales & Distribution - 120 hours+ 10 hrs. on-line + CERTIFICATION EXAM

SCM500 – Processes in Procurement – 30 hours

CRM – Overview SAP Customer Relationship Management – 18 hours

BOW310 + BOW320 - SAP Business Objects Interactive Analysis Report Design and Web Intelligence – 18 hours + CERTIFICATION EXAM

BC400- ABAP Workbench Foundations (30 hours)

SAP LOGISTICS FOR HANA (30 hours)

Formación SAP

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Training pack II: SAP- Option purchases MM

TERP10 –General Vision SAP ERP - 32 hours

TMM – Material Management – 120 hours + 10 hours on-line + CERTIFICATION EXAM

SCM630 – Warehouse Management processes & configuration- 30 hours

SRM – Overview SAP Supplier Relationship Management – 18 hours

BOW310 + BOW320 - SAP Business Objects Interactive Analysis Report Design and Web Intelligence – 18 hours + CERTIFICATION EXAM

BC400- ABAP Workbench Foundations (30 hours)

SAP LOGISTICS FOR HANA (30 hours)

Project management
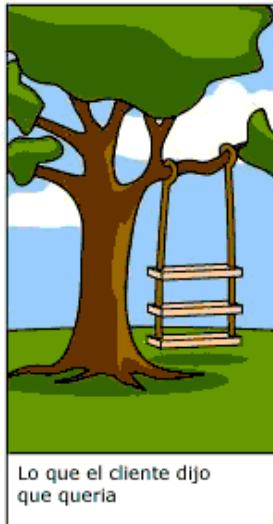
Lo que el cliente dijo que queria
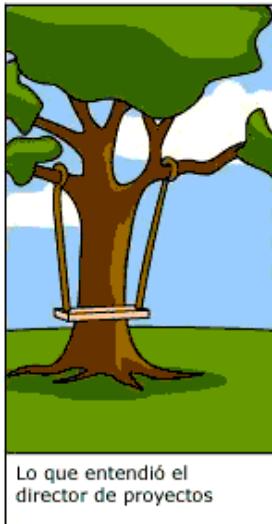
Lo que entendió el director de proyectos
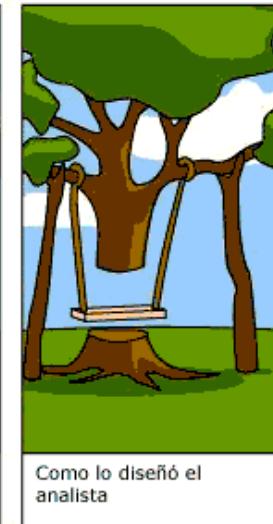
Como lo diseñó el analista
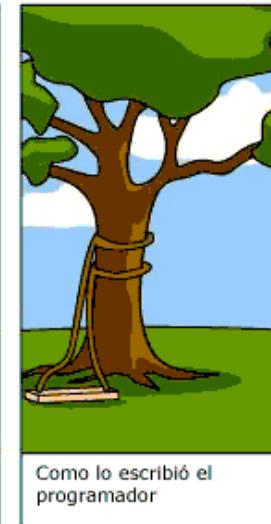
Como lo escribió el programador

Así lo describió el director de marketing
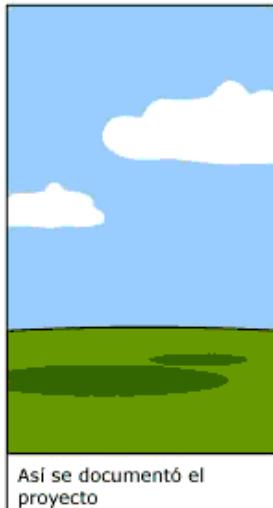
Así se documentó el proyecto

Esta fué la infraestructura utilizada
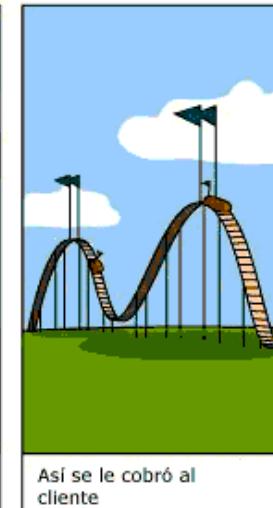
Así se le cobró al cliente
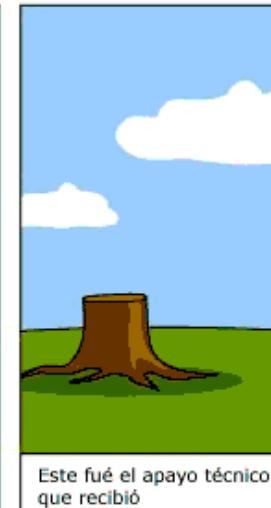
Este fué el apayo técnico que recibió
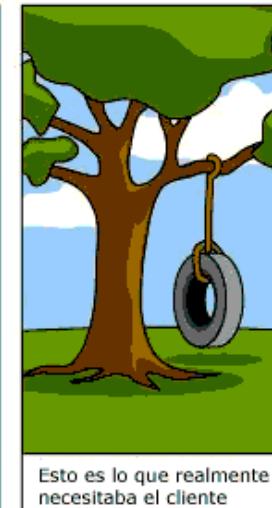
Esto es lo que realmente necesitaba el cliente

Training pack III: Project management -PMBOK

Introduction to project management. PMBOK

Integration

Reach

Time management

Cost management. Return on investment

Quality management

**Human Resources management**

Communication management

Risk management

Contract's management

Management of competences

Differences between

BOSS — Vs. → **LEADER**
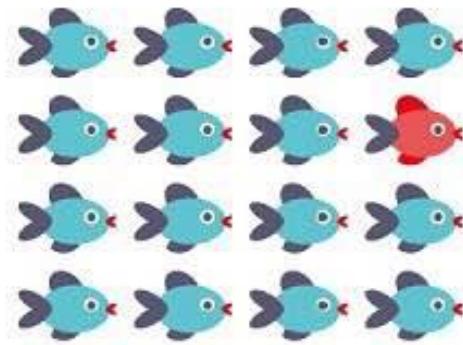
Boss	Leader
Drives employees	**Coaches** employees
Depends on **authority**	Depends on **goodwill**
Inspires **fear**	Generates **enthusiasm**
Says "**I**"	Says "**we**"
Places **blame** for the breakdown	**Fixes** the breakdown
Knows how it's done	**Shows** how it's done
Uses people	**Develops** people
Takes credit	**Gives** credit
Commands	**Asks**
Says "**Go!**"	Says "**Let's go!**"

www.presentationgo.com

Training block IV: Competence management and personal development

Tools and techniques for establishing effective communication

Conflict resolution. Leadership

Negotiation techniques

Time management

Loyalty economies: Making customers be loyal. Making team be loyal
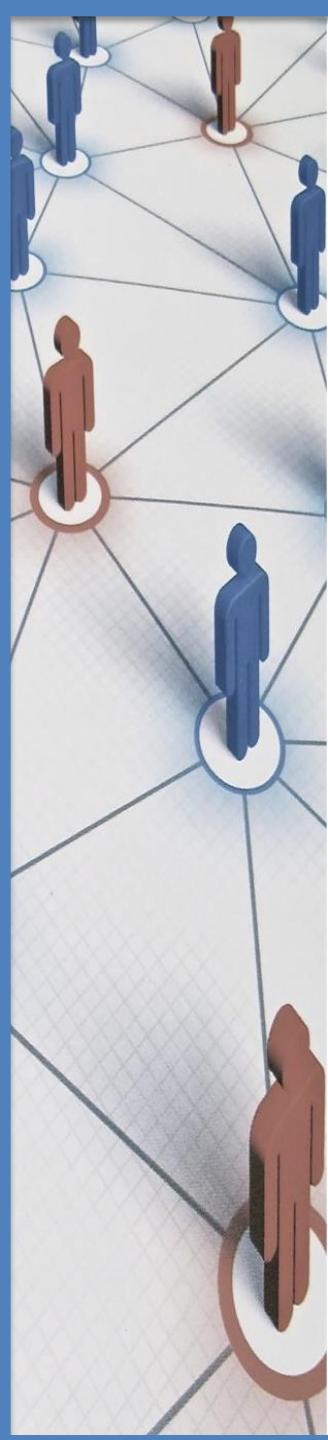
Values

Customer's satisfaction (students and consultancy firms) and service quality is the main axis to organize the processes.

Desired levels of service quality can only be reached by stimulating a climate of open communication amongst all professionals, at all levels (managerial team, lecturers, consultancy firms and SAP) to reach a culture of trust oriented to a common goal.

Transparency, honesty and mutual respect amongst all the agents and quality in communication (frequent, timely, accurate and oriented to solve students' and consultancy firms' expectations).

Mission

To provide a training of quality oriented to satisfy the needs of high demanded professional profiles.

To assure returns and the continuing of the Master, by properly satisfying students, SAP a consultancy firm's.

Vision

Be leader amongst the educational supply in logistic processes' management with SAP

To be the best training program at Universities in this field.

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STRATEGIC OBJECTIVES	INDICATORS	GOALS (in 4 years)
Increase the number of students (first year there were 20 students).	Number of application forms	40 students
Increase customers' satisfaction	Degree of satisfaction in the students enrolled in the Master	100%
Help the customer reach the work experience	Number of students working at consultancy firms after finishing the Master Number of students with work contract in the second year once finished the Master	100%
Increase loyalty	Number of students that maintain contact and permanent collaboration with the Master Number of lecturers that keep in the master Number of firms that maintain collaboration with the Master	An increase of 50% An increase of 90% An increase of 20%
Implement an efficient process for communicating the training options	Number of attendants to the information sessions organized in April, June and September each year Number of attendants to the seminar in strategic technological consultancy	An increase of 30% An increase of 30%
Improve the service quality	Satisfaction surveys from students Meetings with collaborators	None < 4 O claims
Develop a process of new products	Percentage of returns for new products	5% of anual turnover
Improve human resources management	Results from employees' survey Absenteeism Participation Number of hours dedicated to the communication with lecturers and collaborators	No area < 60% 3% 80% of employees Increase of 50%

Communication plan

Weekly meetings with director and students

Monthly meetings with the Quality Assurance Comittee

Annual meeting of Quality Assurance Comittee to revise objectives and evaluate the fulfillment of the plans.

Monthly meetings with lecturers and coordinators

Monthly meetings of Directors with lecturers

Written communications amongst all stakeholders

Deliveries

➢**Master Degree in the management of logistic processes**

➢**Certification SAP consultant in SCM Processes Sales and Distribution or SCM Purchases and Materials.**

➢**Certification as consultant SAP in Business Objects Web Intelligence.**

➢**Accreditation in the training hours required for the Project Management Institute (PMI), to get the certification for Project Management Professional (PMP).**

➢**Free access to training SAP Learning Hub web place during one year**

Evaluation

Disccusions in monthly meetings
Feedback from students
Constant communication lecturer-coordination

Satisfaction survey:

Lecturer explains with clarity
The time for classes is OK
Lecturer presents a proper knowledge in the field
Lecturer does an effort to attrack student's attention
Lecturer responds on time to questions
In general, I am satisfied with the labor done by the lecturer

❖ **Lectures high qualified and involved**

❖ **Certified students**

❖ **Learning Hub App**

❖ **Additional training in Supply Chain, Project management and management of competences**

❖ **Mass customized feedback and control for each student**

❖ **Employment**

❖ **Orientation to professional path careers**

KEY SUCCESS FACTORS

Dynamic adaptation (contant innovation):

- **2nd edition included the certification in Business Objects (BO) to respond to an increase in the work profiles demanded.**

- **3rd edition allowed, as a consequence in the increase in number of students, to offer a group certified in SD (sales), and another one certified in MM (purchases).**

- **In this same edition, an annual subscription to on line SAP Learning Hub was included so that students could keep training in SAP once they have finished the Master.**

- **In 4th edition a specific training in ABAP program was included. A hybrid consultant has more chances to find work and to improve path career.**

- **5th edition SAP HANA training and transversal competencies training were included to promote the development of skills that allow students reach better professional growth.**

- **6th Edition students count on with SAP Hybris training. At an increasing digitalized environment, it is important to train students in ecommerce solutions.**

SAP Master Program

SAP Education is pleased to certify

Universidad Rey Juan Carlos

as **Gold Partner** 2016

SAP Education
Essential for Success.

Juan Pedro García
Education Head SAP España

Joao Paulo da Silva
Director General de SAP España

Lecturers / professors

**Dedication**
Effort
Vocation
Innovation
Continous
training
**Teamwork**

VALUE ADDED: EMPLOYABILITY
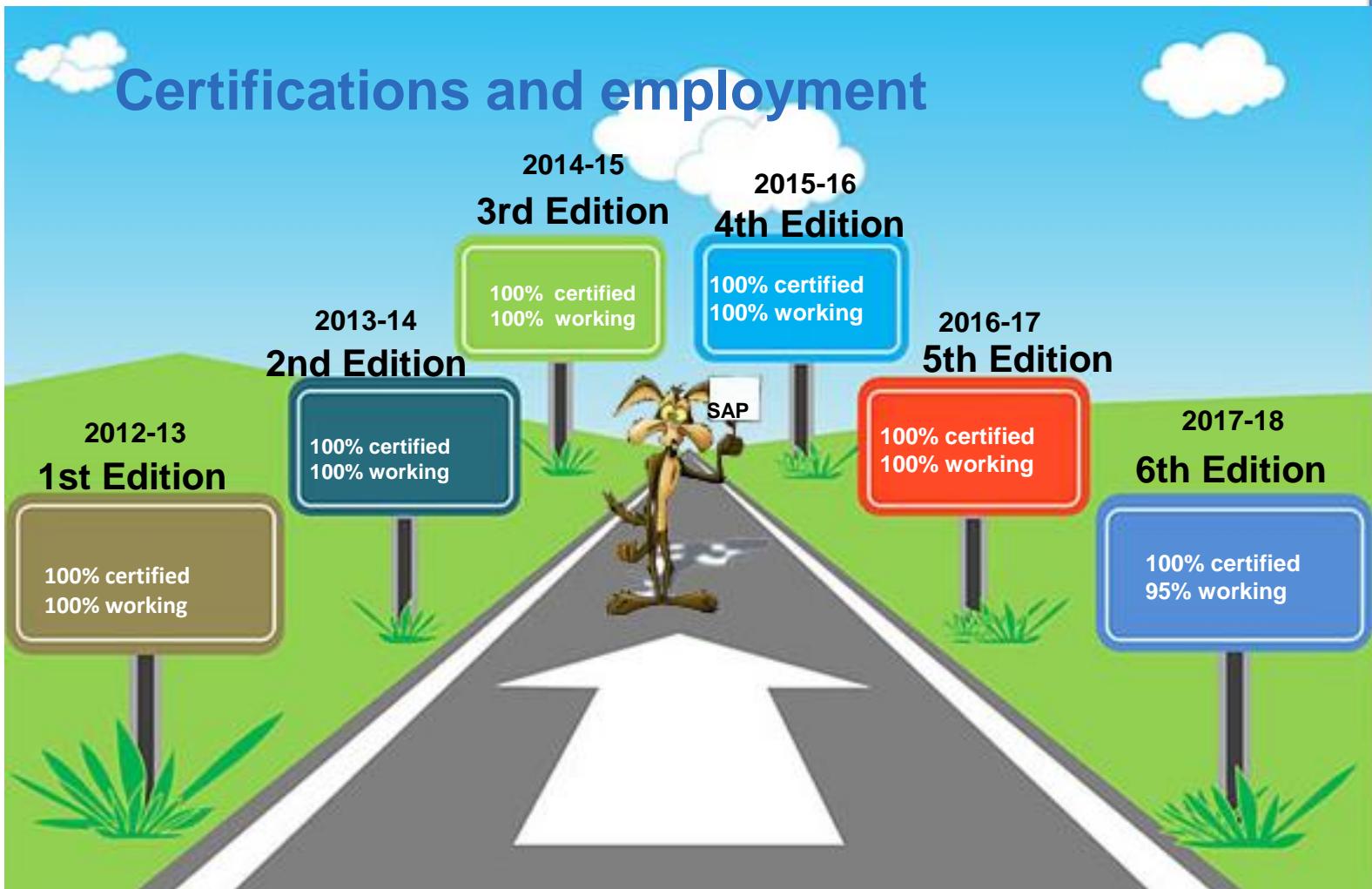
Partners (CSF)

Selection of the best

Cooperation to define contents, capabilities and more demanded profiles each time...

Active collaboration in the program

STUDENTS SATISFACTION

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I Promotion MPLSAP

II Promotion MPLSAP

III Promotion
MPLSAP

IV Promotion
MPLSAP

V Promoción MPLSAP
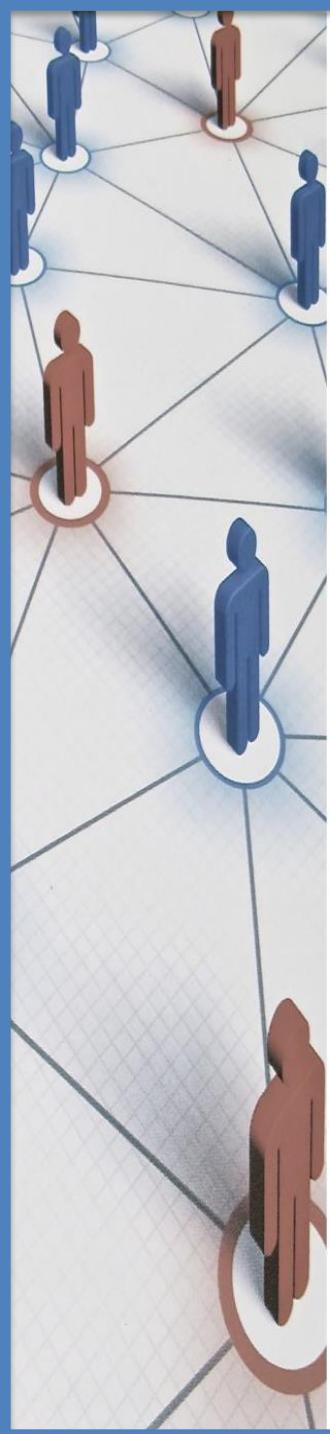
VI Promotion MPLSAP

THANKS!

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